

FBI

March 1987 Offsite

STRATEGIC OUTLOOK

QUESTIONS

- WHERE ARE WE TODAY? HOW ARE WE DOING?
- WHERE WILL WE BE IF EXTERNAL FACTORS DON'T CHANGE AND WE CONTINUE CURRENT ACTIVITIES AND PROGRAMS?
 - 5 YEARS ?
 - 10 YEARS ?
- WHAT EXTERNAL FACTORS WILL CAUSE US TO CHANGE?
- WHAT DOES ALL OF THE ABOVE MEAN?

*WHAT ^{WILL} WE NEED
TO worry about*

General Comments

*in Jan
asked Paul
Goal was
strategic plan
with associated
initia time by
fall*

STAT

FBI

- How will it look
- Challenge
- External Forces
- Scope change / Req
- Community interact
- Funds

STRATEGIC OUTLOOK

NO EXTERNAL FACTORS

- 5 YEARS -

- FOC ON ENTIRE SYSTEM IF FY 88 SUBMISSION SURVIVES.
- BASIC MISSION/FUNCTIONS AND PRODUCTS WILL REMAIN UNCHANGED WITH VIDEO PRODUCT ISSUE UNRESOLVED.
- SIGNIFICANT INCREASE IN CAPABILITY AND CAPACITY TO COLLECT, PROCESS AND ANALYZE OPEN SOURCE MATERIAL.
- CAPACITY MAY OVERWHELM CONSUMER IF NOT APPROPRIATELY TASKED AND/OR MANAGED.
- ABILITY TO STAFF COULD BE THE CRITICAL PROBLEM.
- WORKFORCE WILL CONTINUE TO BE YOUNGER AND YOUNGER.
- REQUIRED SKILLS MIX WILL BE DIFFERENT DUE TO AUTOMATION.
- FN RETIREMENTS RESULT IN SOME INSTABILITY IN MONITORIAL SERVICE.

staff monitor

more rapid compensation
difficult to attract
may be contracted

STRATEGIC OUTLOOK

NO EXTERNAL FACTORS

- 10 YEARS -

- CONSIDERABLE EFFORT TO MAINTAIN/REPLACE FULL UP SYSTEM.
- SYSTEM THROUGHPUT AT MAXIMUM LEVEL - SYSTEM OPTIMIZATION OF CONCERN.
- ELECTRONIC DISSEMINATION WILL BE NORM.
- TREND TOWARD YOUNGER WORKFORCE LEVELING OUT.
- FN WORKFORCE RELATIVELY UNSTABLE.

IF WE MAINTAIN BASELINE

NOT necessarily more experienced or with longer tenure

STRATEGIC OUTLOOK

EXTERNAL FACTORS

5 - 10 YEARS

- COLLECTION ENVIRONMENT WILL CONTINUE TO CHANGE.
 - SCRAMBLING OF SATCOM - USE OF CABLES, ETC.
 - ^{terrorism to} POLITICAL PROBLEMS NOT NEW, BUT CONTINUING.
 - GREATER OPENNESS OF PRIMARY TARGETS WILL CONTINUE.
 - DATA INTENSIVE SOURCES WILL CONTINUE TO GROW.
- CONSUMERS "CHOKED" BY VOLUME, BUT ASKING FOR MORE.
- CONGRESSIONAL PRESSURES MAY EXIST FOR GREATER SERVICE TO INDUSTRY.
- OUTYEAR BUDGET PRESSURES ARE REAL.
- CADRE OF LANGUAGE-QUALIFIED PEOPLE DECREASING.

*Policy as well
as Copyright
subscribe?*

STRATEGIC OUTLOOK

WHAT DOES IT ALL MEAN

- TAKING A HARD LOOK AT:
 - + PRIMARY TARGETS VERSUS GLOBAL ROLE.
 - + TRUE INTELLIGENCE VERSUS ANALYST FYI.
- AN "EXPLOITATION" FUNCTION IN ADDITION TO OUR CURRENT STRAIGHT PROCESSING ROLE.
- A MULTI-DIMENSIONAL TRAINING PROGRAM FOR OUR YOUNG OFFICERS BOTH U.S. STAFF AND MONITORIAL STAFF.
- A FLEXIBLE, TECHNICALLY INNOVATIVE COLLECTION CAPABILITY.
- ENDORSING AND ENCOURAGING THE IMPROVEMENT AND EXPANSION OF THE U.S. LANGUAGE TRAINING CAPABILITY.

*Foreign Per
No for
short
but ...
OR #6*